CITY AUDITOR'S OFFICE

AUDIT OF
VIDEO SERVICES

Report No. CAO 201-0607-12

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CITY AUDITOR

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BACKGROUND

Video Services, a division of the City's Office of Communications, operates the City's government access channel, KCLV. Broadcasting of KCLV is made possible through Cox Communications (Cox) with whom the City has a cable franchise agreement.

Video Services is funded from 40% of the franchise fee taxes collected by the City from Cox. These funds are allocated to the Video Production Enterprise Fund for KCLV's operations. The allocation in fiscal year 2006 was $1,869,400.

Video Services has nine full-time staff (including the station manager, three producer/writers, two videographers, two production specialists, and a programming technician) and two hourly staff.

The Mission Statement of KCLV is "to provide programming for and about the City of Las Vegas and its citizens to enhance open government."

In fulfilling this mission, KCLV broadcasts a variety of programs including:
- Live and taped broadcasts of City Council and Planning Commission meetings and the Mayor's weekly news conferences.
- KCLV produced programs including City Beat, City Scene, and Town Hall.
- Outside programming from government agencies and non-profit organizations.
- Outside educational programming in a variety of areas including the arts, health, and science.
- Public service announcements.
- Community calendar that includes videotext information on City events and announcements.

KCLV also has contracts with a local government agency and a local law firm to provide television production services.

OBJECTIVES

The objectives of this audit were to assess:
- Effectiveness and efficiency of operations
- Reliability and integrity of financial and operational information
- Safeguarding of assets
- Compliance with laws, regulations, contracts, and policies and procedures

SCOPE AND METHODOLOGY

Our audit fieldwork was performed in accordance with generally accepted government auditing standards. The scope of this audit was limited to the operations of Video Services and did not include an audit of the Office of Communications or the franchise fees received from Cox Communications. The end of fieldwork on this audit was May 4, 2007. Our audit included:

- Discussions with City staff and management.
- Observation of operations.
- Review of operational documentation.
- Correspondence/discussions with representatives of outside programs broadcast by KCLV.

FINDINGS AND RECOMMENDATIONS

Our audit identified issues Video Services should address relating to its operations and internal controls. These issues are summarized in this section. While other issues were identified and discussed with management, they were deemed less significant for reporting purposes.

1. Compliance with Outside Programming Requirements

Criteria:

Outside programming aired by KCLV should be in compliance with contractual terms, requirements, and restrictions established by the producers/distributors of the programming.

Condition:
- ➢ According to KCLV's Programming Policies and Procedures, "the City will produce its own telecasts, as well as use programming from other government agencies and nonprofit organizations." The policy also states that "programming from other sources shall be used only when appropriate and in accordance with City policies. This programming will be noncommercial, educational in nature, and will emphasize providing for a more open government."
- ➢ Certain producers/distributors of outside programming used by KCLV have requirements and/or restrictions over use of their programming.
- ➢ KCLV was found to be out of compliance with certain programming restrictions as follows:
  - An outside program broadcast by KCLV is to be aired in 1 hour (or more) blocks. KCLV has used this program as filler for half hour blocks.

- An outside program broadcast by KCLV may only be rebroadcast or shown for three years from the latest broadcast date. KCLV staff were not aware of this restriction. Tapes of this program older than 3 years were found in the tape library and may have been aired according to an employee.
- The distributor of two outside programs broadcast by KCLV requires that they be notified of the retransmission of their programming and that their signal be retransmitted live. This distributor was unaware that KCLV was using their programming and KCLV is taping their programs for airing at a later time rather than retransmitting their signal live.

➢ In addition to these areas of non-compliance, the following outside programming issues were identified:
- A contract with a provider of outside programs has an attachment with a list of individual program broadcasting expiration dates. These expiration dates are not being monitored by Video Services staff for compliance.
- A contract with a provider of an outside program does not reflect the name of the current program.

Cause:
➢ Lack of identification and regular monitoring of outside programming requirements and restrictions.

Effect:
➢ Non-compliance with outside programming requirements and restrictions.
➢ Outdated contract

Recommendation:
To ensure compliance with all outside programming requirements and restrictions, Video Services should:
➢ Address the identified areas of non-compliance and monitoring deficiencies related to outside programming.
➢ Create a file/binder for retaining documentation relating to all outside programming (e.g., on-line request forms, agreements, contracts, pertinent information from websites, correspondence).
➢ Summarize all outside program broadcasting requirements and restrictions for reference by staff.
➢ Create documented procedures outlining how outside programming requirements and restrictions will be tracked and how compliance will be monitored.

2. Programming Retention

Criteria:
KCLV's programming retention policy is as follows:
- ➢ Completed KCLV programs and specials are permanently archived.
- ➢ Public service announcements and news conferences are not archived and are purged after their run on KCLV.
- ➢ Planning Commission meetings are archived for a period of six months from the meeting date.
- ➢ City Council meetings are archived by the City Clerk and are available solely through the Clerk's Office.

Condition:
- ➢ KCLV has a program/tape retention policy that is documented within its "Video Services Tape Dubbing Policy and Fee Structure." This policy provides information to the public and City staff on what KCLV programming is available for dubbing.
- ➢ The following deficiencies were noted in the existing program/tape retention policy:
  - • The current retention policy does not address the internal retention policy for Council Meetings, only the practice of the City Clerk. The current practice of Video Services is to retain copies of Council Meetings for six months.
  - • Per policy, news conferences and public service announcements are "purged after their run on KCLV". Despite this policy, news conferences are currently retained for six months and public service announcements are retained indefinitely. The policy that news conferences and public service announcements should be "purged after their run" is vague.
  - • The current retention policy does not address how long outside programming should be retained. Certain outside programming producers/distributors restrict how long a program can be aired. These restrictions have not been considered in the current retention policy.
  - • The retention of the following types of programming are not addressed in the retention policy:
    - ▪ Community Calendar pages
    - ▪ Promos and IDs
    - ▪ Spanish dubbed programs
  - • The retention policy does not differentiate between retention of taped programming and digital information.
- ➢ KCLV's storage room has many boxes of tapes of Council Meetings made by the University of Nevada, Las Vegas (UNLV) prior to the creation of KCLV. Video Services has no need for these tapes and under current retention practice, these tapes would not be retained. In discussions with the Acting City Clerk, she expressed an interest in reviewing these tapes prior to disposal.

Cause:
> ➤ Existing programming retention policy addresses programming available for dubbing rather than complete programming retention guidelines for staff.

Effect:
> ➤ Incomplete guidance on KCLV programming retention standards.

Recommendation:
Video Services should:
> ➤ Update the programming retention policy to more fully reflect its programming retention standards. The policy should address both tape and digital programming retention standards.
> ➤ Complete periodic reviews of the tape library and system servers to ensure compliance with the programming retention policy.
> ➤ Provide the UNLV tapes to the City Clerk's office for review and retention or disposal.

3. Operational Measurements

Criteria:
Operational measurements and the method by which the measurements are gathered or derived should be clearly defined and consistent from one reporting period to another. Backup documentation supporting the reported measurements should be retained for reference.

Condition:
> ➤ Video Services tracks the following operational measurements:
>   - # of Amber Alerts Received
>   - # of Programs Produced for Cable Channel
>   - # of Internal Video Productions
>   - # Dub Requests Received
>   - # of Special Events Shot
>   - # of Promos, Public Service Announcements, ID's
>   - # of Videotext Announcements
>   - # of Hours of Video Programming on Cable Channel
>   - # of Hours of Videotext on Cable Channel
>   - # of Hours of Satellite Programming on Cable Channel
>   - # of Hits to KCLV Web Page
>   - # of KCLV Surveys Received
> ➤ These measurements are provided monthly to the City Manager's Office and certain of these measurements are regularly included in the quarterly City Manager's Report.

- ➢ The following deficiencies were noted in this data:
  - The measurements are not defined and the procedures for derivation of the data are not documented. Therefore, there is no assurance that the data being reported is consistent from month to month.
  - No supporting reports or backup documentation is retained for many of the measurements. Certain data is derived by counting programs/events on the office calendar. E-mails were the only support for certain measurements.
  - The measurement "# of hours of satellite programming on cable channel" was found to only reflect arts programming not all satellite programming as implied by the title.
  - The calculation being used by staff for the measurement "# of Videotext Announcements" is flawed.
- ➢ Certain of these operational measurements may be more useful to management if broken down into more subcategories. For example:
  - The category "# of Promos, Public Service Announcements, IDs" may be more useful if these three areas were reported separately.
  - The category "# of Dub Requests Received" may be more valuable broken into internal and external requests.
  - The category "# of Hours of Satellite Programming on Cable Channel" could be broken down into hours by type of programming (e.g., Arts, Science, Health, Military, etc.)
- ➢ New operational measurements may be useful to management as programming and operations at KCLV change (e.g., Spanish language programming, production revenues received). Certain measurements may no longer be useful to management.

Cause:
- ➢ Lack of defined operational measurements and backup documentation requirements.

Effect:
- ➢ Inaccurate or inconsistent measurements for management use and decisions.

Recommendation:
In order to improve the consistency, accuracy, and usefulness of the operational measurements, Video Services should:
- ➢ Re-evaluate the appropriateness and value of the current Video Services operational measurements.
- ➢ Seek updated input from the Communications Director and the City Manager's Office on what measurements are most useful to them.
- ➢ Define and document each operational measurement used and how the information should be derived.
- ➢ Identify appropriate backup documentation to support each month's measurements and retain this documentation for reference.

> ➢ Document the operational measurement gathering and reporting process.

4. Equipment Tracking

Criteria:
Per the City's Fixed Assets Policy, each department shall be responsible for fixed assets in their possession and any items added to or removed from inventory.

The City's assets should be appropriately safeguarded from loss.

Condition:
> ➢ Video Services uses valuable equipment in its operations. This equipment is found throughout the KCLV broadcast station that is within a controlled access facility. Some of KCLV's equipment is regularly used off-site (e.g., cameras).
> ➢ The Fixed Assets unit of the Department of Finance maintains records of equipment purchased with a cost greater than $5,000. According to their records, Video Services has capitalized fixed assets with a cost of approximately $1.75 million.
> ➢ During the audit, we performed an inventory of the identifiable equipment on the fixed assets listing from Finance. When an inventory tag or serial number was present, the number was compared to the information on the fixed assets listing.
> ➢ While none of the identifiable pieces of equipment on the fixed assets listing were found to be missing, the following was noted:
>> • Inventory tags had fallen off some of the pieces of equipment as paper tag stickers do not hold well on certain equipment.
>> • The fixed assets listing from Finance is inadequate as a master equipment listing for Video Services as it does not include all equipment, some of the equipment descriptions are general, tag numbers and serial numbers are not listed for all equipment, and some equipment is lumped into general categories.
> ➢ While copies of invoices for equipment purchases are maintained by Video Services, there is no master equipment listing maintained by Video Services and formal equipment inventories are not currently conducted.

Cause:
> ➢ Lack of a KCLV master equipment listing.
> ➢ Lack of periodic equipment inventories.

Effect:
> ➢ Potential for theft of equipment without detection.

Recommendation:
In order to improve oversight of its equipment, Video Services should:

➢ Create and maintain a master equipment listing (using a dollar threshold deemed appropriate by management) with the location of the equipment.
➢ Conduct at least an annual formal inventory of its equipment using the master equipment listing.
➢ Reconcile those pieces of equipment with a cost greater than $5,000 to Finance's fixed assets listing and IT purchased equipment to IT records at least annually.
➢ Consult with the Fixed Assets Unit of Finance on alternative equipment tags that could be used on certain equipment.
➢ Document procedures to be followed by Video Services staff in maintaining the master equipment listing and conducting the inventory of equipment.

5. Surplus Equipment

Criteria:
The City's Fixed Asset Policy (FN210.1) states:

Surplus items, whether they are past their useful life or unrepairable, must be disposed of through Central Stores.

The City's Fixed Asset Procedure (FN210a.1) states:

The Department/Division Representative is responsible for:
- *Overseeing the department/division fixed asset inventory*
- *Tagging fixed assets and sensitive items*
- *Completing a Fixed Asset Property Form*
- *Submitting a memo to Central Stores when surplus pick up is required*

Central Stores is responsible for:
- *Picking up the surplus property*
- *Storing surplus property for disposal, sale, trade-in, etc.*

Condition:
➢ Video Services has a storage room and an off-site storage unit with surplus equipment ready for auction or disposal.
➢ According to City policy, Central Stores (a division of Purchasing) is to be alerted when a City department needs surplus inventory picked up.
➢ Based on discussions with Video Services staff, certain KCLV surplus equipment has been held for an extended period of time.
➢ Per discussions with Central Stores staff, they encourage City departments to alert them of surplus equipment when the equipment is identified as such.

Cause:
  - ➢ Lack of timely notification of Central Stores of surplus inventory.

Effect:
  - ➢ Lack of timely disposal of surplus equipment.
  - ➢ Valuable storage space being taken by surplus equipment.

Recommendation:
In order to ensure timely identification and removal of surplus equipment, Video Services should:
  - ➢ Request Central Stores to pick up their current surplus equipment.
  - ➢ Identify and document all surplus equipment (both on-site and off-site) in conjunction with at least an annual equipment inventory and contact Central Stores to remove the surplus equipment.
  - ➢ Document procedures to be followed by Video Services staff in identifying and requesting removal of surplus equipment.

6. System Backup

Criteria:
  - ➢ System files should be appropriately safeguarded from loss through regular backups and secured on-site and off-site storage of backup data. The backup files should regularly be tested to ensure restoration of files can be achieved from the backups.

Condition:
  - ➢ The servers used by Video Services are maintained by KCLV's Video Production Specialist independent of the City's IT Department. These servers are used for programming storage.
  - ➢ Video Services performs incremental backups of its system server daily and full back-ups monthly. The system backup tapes are currently stored on-site in the system server room at the KCLV station building. This room is temperature controlled and secured with a lock. A fire sprinkler also exists in this room.
  - ➢ A malfunction of the fire sprinkler would damage the back-up tapes as well as the servers.
  - ➢ KCLV does not store any of its server backup tapes off-site.
  - ➢ A formal server back-up testing program has not been implemented.

Cause:
  - ➢ Inadequate on-site storage for backup tapes.
  - ➢ Lack of an off-site system backup storage program.
  - ➢ Lack of a formal backup testing program.

Effect:
- ➢ Potential for loss of system data.

Recommendation:
Video Services should:
- ➢ Evaluate the feasibility of additional on-site storage measures for system backup tapes.
- ➢ Implement an off-site storage program for system backup tapes.
- ➢ Establish a formal system backup testing program in which backups are periodically tested to ensure that files can be restored if necessary.
- ➢ Document procedures outlining the system backup program.

7. Technical Support Contingency Plan

Criteria:
Reliance on a single individual in an organization's operations creates a risk of loss of valuable information and technical expertise if that individual separates from employment or has an extended leave of absence from work.

Condition:
- ➢ The Video Production Specialist acts as the station broadcast engineer with responsibility for maintenance of the broadcasting equipment and computer systems. This staff member has acquired valuable familiarity and expertise with the technical operations of KCLV over his years of employment.
- ➢ When the Video Production Specialist is out of town for extended periods, Video Services calls upon an outside consultant with broadcast engineering expertise to be on call if needed.
- ➢ KCLV is at risk for loss of valuable technical expertise in the operations of the broadcasting equipment and systems if the Video Production Specialist was to separate from employment with the City or have an extended absence.
- ➢ While various broadcast engineering documentation and system schematic drawings exist relating to KCLV's operations, this documentation has not been organized for easy accessibility by outside parties.
- ➢ There is currently no documented contingency plan for the loss or extended absence of the Video Production Specialist.

Cause:
- ➢ Reliance on current Video Production Specialist for maintenance of KCLV equipment and systems.
- ➢ Lack of a formalized contingency plan for the loss or extended absence of the Video Production Specialist.

Effect:
- ➤ Potential for interruptions to broadcast operations.

Recommendation:
Video Services should:
- ➤ Prepare a contingency plan for the loss or extended absence of the Video Production Specialist.
- ➤ Request the Video Production Specialist to organize key broadcast engineering documentation and schematic drawings for easy access and reference by another broadcasting engineer in case of his separation from employment or extended absence.
- ➤ Request the Video Production Specialist to prepare or assemble documentation for key processes where documentation does not already exist.

8. Web Surveys

Criteria:
Customer feedback is most beneficial to users when summarized for management review and trend analysis.

Condition:
- ➤ KCLV's website provides users the option to access a viewer survey by clicking on a link titled, "Tell us what you think about KCLV Channel 2." This link takes the user to the "KCLV Survey Form."
- ➤ According to the Office of Communications measurement spreadsheet, for the nine-month period July 2006 through March 2007 there were 69,940 "hits" to the KCLV web page and only 43 surveys received.
- ➤ KCLV web surveys created by spammers with links to adult websites are regularly received. Staff must review through these surveys and differentiate between legitimate surveys and those of spammers.
- ➤ The information received from the web survey forms is not currently summarized for management review and trend analysis.

Cause:
- ➤ Possible need for increased exposure of web survey link on KCLV website.
- ➤ Technical problems with web survey responses.

Effect:
- ➤ Minimal use of web survey form by the public.
- ➤ Corrupted surveys caused by spammers.
- ➤ Lack of summarized information from web survey responses for management review and trend analysis.

Recommendation:
Video Services should:
- ➤ Consult with IT on options to increase utilization of the KCLV web survey form by the public.
- ➤ Request IT to address the web survey spamming problem.
- ➤ Regularly summarize the information obtained from the web survey forms in a management report.

9. Standard Operating Procedures

Criteria:
Standard operating procedures (also known as desk procedures) address the key activities and processes of an organization, how they are performed, and by whom. They assist employees and management in performing the daily functions of an organization. These procedures formally establish employee accountability, provide orientation and reference material for employees, and document the institutional knowledge of existing staff in case of employee turnover or extended absences.

Condition:
- ➤ Video Services has the following documented policies and procedures that are used in its operations:
    - KCLV Channel 2 Programming Policies and Procedures
    - Public Affairs Personnel Policies and Procedures
    - Video Services Tape Dubbing Policy and Fee Structure
    - Programming Retention Policy (included in Tape Dubbing Policy)
- ➤ Video Services also has various software and equipment user guides and checklists.
- ➤ Key functions and procedures of the operations of Video Services are not documented including:
    Project Scheduling
    - Project scheduling process and guidelines
    - Project time tracking process and reporting requirements
    Programming
    - Internal approval process and requirements for internally produced programs
    - Program scheduling procedures and guidelines
    - Outside programming requirements and restrictions (see Finding #1)
    - Complete programming retention policy and procedures (see Finding #2)
    - Tape library organization, access, and use
    Operational Measurements
    - Operational measurement definitions and derivations, required backup documentation, and reporting process (see Finding #3)

Equipment
- Equipment security policy and procedures
- Equipment tracking and inventory procedures (see Finding #4)
- Surplus equipment identification and disposal (see Finding #5)
- Video Services vehicle use procedures

Systems
- System backup procedures (see Finding #6)
- Technical support contingency plan (see Finding #7)

Emergency Plan
- Emergency plan specific to the staff and operations of KCLV

Cause:
➢ A small number of employees within Video Services with familiarity of existing office practices and protocol.

Effect:
➢ Potential for loss of institutional knowledge with employee turnover or extended absences.
➢ Reduced staff accountability without documented procedures.

Recommendation:
Video Services should create a comprehensive standard operating procedures manual to enhance the management of the television station, improve staff accountability, provide orientation and reference material for staff, and document the institutional knowledge of existing staff in case of employee turnover or extended absences. For purposes of this audit, management should at a minimum create standard operating procedures for the following areas:

Project Scheduling
- Project scheduling process and guidelines
- Project time tracking process and reporting requirements

Programming
- Internal approval process and requirements for internally produced programs
- Program scheduling procedures and guidelines
- Outside programming requirements and restrictions (see Finding #1)
- Complete programming retention policy and procedures (see Finding #2)
- Tape library organization, access, and use

Operational Measurements
- Operational measurement definitions and derivations, required backup documentation, and reporting process (see Finding #3)

Equipment
- Equipment security policy and procedures
- Equipment tracking and inventory procedures (see Finding #4)
- Surplus equipment identification and disposal (see Finding #5)
- Video Services vehicle use procedures

Systems
- System backup procedures (see Finding #6)
- Technical support contingency plan (see Finding #7)

Emergency Plan
- Emergency plan specific to the staff and operations of KCLV

MANAGEMENT RESPONSES

1. Compliance with Outside Programming Requirements

Recommendation:
To ensure compliance with all outside programming requirements and restrictions, Video Services should:
- ➢ Address the identified areas of non-compliance and monitoring deficiencies related to outside programming.
- ➢ Create a file/binder for retaining documentation relating to all outside programming (e.g., on-line request forms, agreements, contracts, pertinent information from websites, correspondence).
- ➢ Summarize all outside program broadcasting requirements and restrictions for reference by staff.
- ➢ Create documented procedures outlining how outside programming requirements and restrictions will be tracked and how compliance will be monitored.

Management Action Plan:
The two television programs in question, like virtually all KCLV outside programming, are free and involve no payment for the right to air the shows. They are provided at no cost by separate organizations to channels across the country for the public good. Terms to air one of the shows are vague in places and left to interpretation. However in an abundance of caution, KCLV has dropped that half-hour show to avoid any perceived issue.

The other show in question is to air in no less than one-hour blocks. KCLV carries the program in full segments but sometimes also airs it as filler, receiving positive responses from the public. As a result, KCLV staff has received written approval from the parent organization to air the program as we currently are, meaning it can be used also as filler in segments that are less than an hour.

Overall, staff at KCLV does an excellent job monitoring programming and making timely changes. However, to refine the process even more, KCLV staff will create a file/binder and summarize the outside program broadcasting requirements and restrictions. The estimated date of completion for these items will be September 30, 2007.

The creation of documented procedures outlining outside programming will be done as part of an overall operations manual with the date of estimated completion being May 31, 2008.

Estimated Date of Completion: September 30, 2007

2. Programming Retention

Recommendation:
Video Services should:
- ➢ Update the programming retention policy to more fully reflect its programming retention standards. The policy should address both tape and digital programming retention standards.
- ➢ Complete periodic reviews of the tape library and system servers to ensure compliance with the programming retention policy.
- ➢ Provide the UNLV tapes to the City Clerk's office for review and retention or disposal.

Management Action Plan:
Currently, space is not an issue in the storage of programming, either on tape or in digital format. However, to prevent space from becoming an issue in the future, KCLV staff will further refine the retention policy, understanding that some programming has historical value. This includes video of City Council meetings on three-quarter inch tape. Staff will work with the City Clerk, the UNLV Library, or an area museum to find a potential home for the old City Council videos. These efforts will take place by January 31, 2008.

The work to refine the video retention policy will be part of an overall operations manual with the date of estimated completion being May 31, 2008.

Estimated Date of Completion: January 31, 2008

3. Operational Measurements

Recommendation:
In order to improve the consistency, accuracy, and usefulness of the operational measurements, Video Services should:
- ➢ Re-evaluate the appropriateness and value of the current Video Services operational measurements.
- ➢ Seek updated input from the Communications Director and the City Manager's Office on what measurements are most useful to them.
- ➢ Define and document each operational measurement used and how the information should be derived.
- ➢ Identify appropriate backup documentation to support each month's measurements and retain this documentation for reference.
- ➢ Document the operational measurement gathering and reporting process.

Management Action Plan:
The operational measures for KCLV are related to our broadcast efforts, and are consistently in front of the public. In many cases, inaccuracies would be apparent to any observer. However, to better refine the operational measurement process, KCLV and the rest of the Office of Communications will participate in the Weidner Performance Plus Program. All city departments are going (or will go) through this strategic planning effort, which takes a critical look at performance measurements and the reasons for them. A significant aspect of the program is to evaluate the key functions of a workgroup, determine what is most important, and objectively measure results.

The process to refine the KCLV measurements will have an estimated date of completion of May 31, 2008.

These measurements will also be incorporated into an overall operations manual with the date of estimated completion being the same—May 31, 2008.

Estimated Date of Completion: May 31, 2008

4. Equipment Tracking

Recommendation:
In order to improve oversight of its equipment, Video Services should:
- Create and maintain a master equipment listing (using a dollar threshold deemed appropriate by management) with the location of the equipment.
- Conduct at least an annual formal inventory of its equipment using the master equipment listing.
- Reconcile those pieces of equipment with a cost greater than $5,000 to Finance's fixed assets listing and IT purchased equipment to IT records at least annually.
- Consult with the Fixed Assets Unit of Finance on alternative equipment tags that could be used on certain equipment.
- Document procedures to be followed by Video Services staff in maintaining the master equipment listing and conducting the inventory of equipment.

Management Action Plan:
KCLV is a small operation with a relatively small number of individual pieces of equipment in a secured building. As the audit points out, none of the equipment was found to be missing. Should a piece of equipment turn up missing, in most every case it would be apparent to the entire staff immediately. The most expensive equipment is in the studios, the control room, the playback room, and the edit bays. These are areas used by all the staff and observed by all staff. However, since the equipment used is critical to the operation, KCLV staff will work with the Fixed Assets Unit to refine the process of assigning equipment tags, conducting an annual inventory, and determining dollar thresholds for the tracking of equipment. This initial work will be done with an estimated completion date of August 31, 2007.

The equipment tracking and inventory process will be part of an overall operations manual to be completed by May 31, 2008.

Estimated Date of Completion: August 31, 2007

5. Surplus Equipment

Recommendation:
In order to ensure timely identification and removal of surplus equipment, Video Services should:
- ➢ Request Central Stores to pick up their current surplus equipment.
- ➢ Identify and document all surplus equipment (both on-site and off-site) in conjunction with at least an annual equipment inventory and contact Central Stores to remove the surplus equipment.
- ➢ Document procedures to be followed by Video Services staff in identifying and requesting removal of surplus equipment.

Management Action Plan:
Space is not an issue as it relates to KCLV's surplus equipment. The operation simply does not have much in the way of surplus gear. However, to keep surplus equipment from becoming an issue in the future, staff will work with Central Stores to have the surplus equipment removed in a timely manner. The plan is to have the surplus equipment removed and the process refined with an estimated completion date of December 31, 2007.

The procedures concerning surplus equipment at KCLV will be part of an overall operations manual to be completed by May 31, 2008.

Estimated Date of Completion: December 31, 2007

6. System Backup

Recommendation:
Video Services should:
- ➢ Evaluate the feasibility of additional on-site storage measures for system backup tapes.
- ➢ Implement an off-site storage program for system backup tapes.
- ➢ Establish a formal system backup testing program in which backups are periodically tested to ensure that files can be restored if necessary.
- ➢ Document procedures outlining the system backup program.

Management Action Plan:
System backup is done on a consistent basis. KCLV staff will implement an off-site storage program and establish a testing procedure. This work will be done with an estimated completion date of August 31, 2007.

Procedures to document this effort for future reference will be pat of an overall operations manual to be completed by May 31, 2008.

Estimated Date of Completion: August 31, 2007

7. Technical Support Contingency Plan

Recommendation:
Video Services should:
- ➢ Prepare a contingency plan for the loss or extended absence of the Video Production Specialist.
- ➢ Request the Video Production Specialist to organize key broadcast engineering documentation and schematic drawings for easy access and reference by another broadcasting engineer in case of his separation from employment or extended absence.
- ➢ Request the Video Production Specialist to prepare or assemble documentation for key processes where documentation does not already exist.

Management Action Plan:
KCLV retains the services of an outside engineer to support the operation when the video production specialist is out of the office. This same engineer was part of the team that integrated the studio and control room facilities when the building was brand new. He is very familiar with the operation. In fact, this individual was called upon to repair the switcher in the past when the video production specialist was in Europe. Our staff is simply not large enough to justify hiring a fulltime individual to back up the engineering functions of the video production specialist. However, to make this overall process seamless, staff will assemble a guide that will direct the outside engineer to necessary equipment documentation and schematic drawings—or their locations. It will also contain important contact information for technical support.

This documentation will be part of an overall operations manual to be completed by May 31, 2008.

Estimated Date of Completion: May 31, 2008

8. Web Surveys

Recommendation:
Video Services should:
- ➢ Consult with IT on options to increase utilization of the KCLV web survey form by the public.
- ➢ Request IT to address the web survey spamming problem.
- ➢ Regularly summarize the information obtained from the web survey forms in a management report.

Management Action Plan:
KCLV staff will refine the Web survey process with an estimated completion date of October 31, 2007.

Estimated Date of Completion: October 31, 2007

9. Standard Operating Procedures

Recommendation:
Video Services should create a comprehensive standard operating procedures manual to enhance the management of the television station, improve staff accountability, provide orientation and reference material for staff, and document the institutional knowledge of existing staff in case of employee turnover or extended absences. For purposes of this audit, management should at a minimum create standard operating procedures for the following areas:

Project Scheduling
- Project scheduling process and guidelines
- Project time tracking process and reporting requirements

Programming
- Internal approval process and requirements for internally produced programs
- Program scheduling procedures and guidelines
- Outside programming requirements and restrictions (see Finding #1)
- Complete programming retention policy and procedures (see Finding #2)
- Tape library organization, access, and use

Operational Measurements
- Operational measurement definitions and derivations, required backup documentation, and reporting process (see Finding #3)

Equipment
- Equipment security policy and procedures
- Equipment tracking and inventory procedures (see Finding #4)
- Surplus equipment identification and disposal (see Finding #5)
- Video Services vehicle use procedures

Systems
- System backup procedures (see Finding #6)
- Technical support contingency plan (see Finding #7)

Emergency Plan
- Emergency plan specific to the staff and operations of KCLV

Management Action Plan:
KCLV staff operates with an organized set of policies, procedures, and guidelines. To bring them into a comprehensive set, staff will create an operations manual incorporating scheduling, programming, operational measurements, equipment, systems, and emergency planning in a single document.

The overall operations manual is to be completed by May 31, 2008.

Estimated Date of Completion: May 31, 2008